Implementation of Academic Management at the As-Siddiq Kie Raha Islamic Institute (IAI) North Maluku

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Abstract: In managing an educational institution, a representative academic administration management system is needed that is able to manage and provide data and information within the scope of educational institutions, namely to manage curriculum data, manage data on courses offered in semesters, manage class schedules, and plan student studies. , management of student grades, management of student attendance, management of facilities and infrastructure as well as academic information and resources available at the university. This research was conducted at the As-Sidiq Kie Raha Institute of Islam (IAI) North Maluku located in Ternate City.

Data analysis in this research is analysis using three general approaches or implementations. In this implementation there are 3 components of interactive model analysis, namely data reduction, data display, and conclusion drawing/verification. Based on several research findings and discussion, the following conclusions can be drawn: 1. Implementation of academic management at the As-Siddiq Kie Raha Islamic Institute (IAI) North Maluku, is not yet optimal, systematic and directed, there is no standard academic management model for In its application, all of this happens because this university is still new so that the structural officials of the teaching staff and educational staff in their environment do not have experience, understand and understand and obey academic regulations, main tasks and functions, so that academic management does not work as expected by stakeholders

Keywords: Education Management, Islamic Institute.

INTRODUCTION

Academic management of higher education institutions must adapt to a more modern form of management, where leadership, administration, performance, to service, are the main elements that must collaborate to improve service quality. Higher education institutions must be able to mobilize every resource they have to be actively involved, every line of work that has activities in it, to take responsibility for developing the quality of education, especially academic system management services related to the Tri Dharma of Higher Education.

According to Indrayani (2011)The strengthening of governance, accountability, and public image of higher education institutions will have an impact on increasing the performance of the institution. This can be realized through the institution's management service system by prioritizing quality, both teaching, facilities, and qualified staff.

One of the important aspects to achieve competitive advantage in a higher education institution is through the implementation of a management system that is able to manage and manage all its resources effectively, efficiently and in an integrated manner. This is very necessary to realize an educational institution that is oriented to quality, both in terms of organizing academic activities and organizational operations. According to George R. Terry as quoted by Hasbi (2021), management is determined to achieve mutually agreed goals. Therefore, management functions need to be managed properly (Nadeak, 2020).

In managing an educational institution, a representative academic administration management system is needed that is able to manage and provide data and information within the scope of educational institutions, namely to manage curriculum data, manage data on courses offered in semesters, manage class schedules, and plan student studies. , management of student grades, management of student attendance, management of facilities and infrastructure as well as academic information and resources available at the university.

According to Abbas (2014: 124) in carrying out academic programs or college activities,implement general management functions in higher education management as follows: 1) planning, 2) organizing, 3) actuating, 4) controlling

Higher education academic management is a series of activities carried out systematically and continuously through stages of continuous activities. The stages of activities are carried out based on the consideration of functional aspects and needs. This stage of management is carried out by systematically empowering all the resources owned by the higher education institution according to the main tasks and functions of each based on the academic regulations that apply to the higher education institution. Among the problems being faced by the world of higher education in several districts/cities in Indonesia, one of which is the implementation of higher education academic management based on academic services, due to the fact that there are several majors/study programs that have received a warning from the Director General of Higher Education, Ministry of Religion, in relation to the permit for extension of education and accreditation. This is because the academic administration management system is not optimal so that the deadline for submitting the Forlap Dikti report is not completed on time.

Normatively, Law Number 12 of 2012 concerning Higher Education, Article 11 concerning the academic community 1) the academic community is a community that has a scientific tradition by developing an academic culture, 2) the academic culture as referred to in paragraph (1) is the entire system of values, ideas, norms, actions, and works that originate from science. and technology in accordance with the principles of higher education, 3) the development of academic culture as referred to in paragraph (1) is carried out through social interaction without discriminating against ethnicity, religion, race, intergroup, gender, social position, level of economic ability, and political flow, 4) the social interaction as referred to in paragraph (3) is carried out in learning, seeking scientific truth, mastering and/or developing science and technology as well as developing higher education as a scientific institution,5) the academic community is obliged to maintain and develop academic culture by treating science and technology as processes and products as well as charity and moral paradigms.

Based on the description of the research background, the focus of this research is the implementation of academic management that leads to academic services at the As-Siddiq Kie Raha Islamic Institute (IAI).Batlajery (2016: 643)defines management as a process of planning, organizing, coordinating, and controlling resources to achieve goals (goals) effectively and efficiently.

RESEARCH METHODS

A. Research Methods and Approach

The research method used in this study is a qualitative descriptive method. This method is used with considerations: 1) easy to adapt to the reality in the field, 2) presents directly the nature of the relationship between researchers and informants, 3) easy and can adapt to the research situation, and (4) holistically discloses cases that occur in the subject. investigated as a new finding. Qualitative research is a means to explore and understand the meaning of individuals or groups related to social or human problems. The research process involves questions and procedures that arise, collects data, analyzes data inductively, starting from the specific to the general problem and then interpreting the meaning of the data. Research reports have a flexible writing structure (Sugiyono:

B. Research Time and Place

This research was conducted at the As-Sidiq Kie Raha Institute of Islam (IAI) North Maluku located in Ternate City.

Data analysis in this study is an analysis using three general approaches or implementations (Sugiono, 2013). In this implementation, there are 3 components of interactive model analysis, namely data reduction, data display, and conclusion drawing/verification(Milles and Huberman, 2014) as follows.
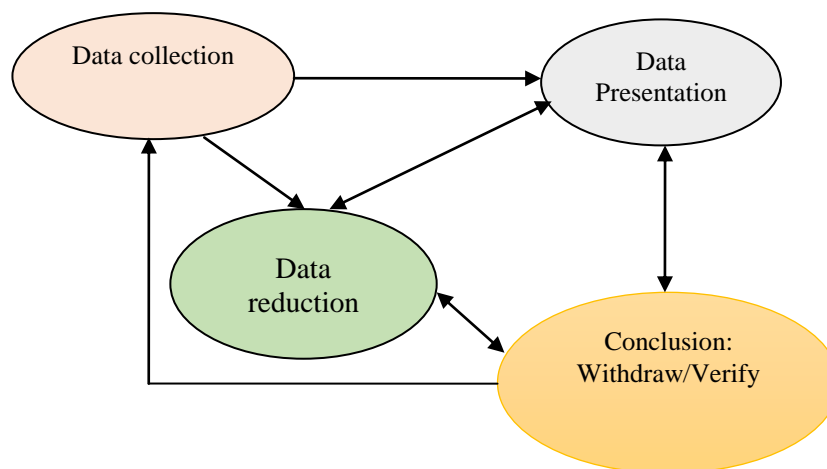
Figure 3.2

Components of Data Analysis: Milles and Huberman's (2014) interactive model

1. Data reduction, namely: data obtained from the research location which will be stated in a complete and detailed description or report. Reduction relates to sorting/identifying and summarizing data. Reduction is done to get the classification and simplicity of meaning according to the research focus. Data reduction was carried out because the data obtained through voice recordings might not be needed. Therefore, the reduction is carried out to sort/identify the forms of words, sentences/clauses, and paragraphs that have meanings/themes of academic management implementation patterns according to research indicators. A summary was carried out on the interview statements to obtain suitable data through transcription. Thus, the reduced data will provide instructions and a clearer picture.

2. Presentation of data, a process of integrating/collecting a number of data to see the overall picture, in order to draw the right conclusions, namely by making graphs, matrices, networks or charts, so that the data can be mastered. Therefore, p The data presentation procedure is carried out by formal and informal methods. The formal method is the process of displaying data in a form that is easy to understand graphically in the form of charts and tables. Informal presentation is the presentation of data in easy-to-understand language in the form of descriptions/narratives as well as a systematic and structured relationship that shows the relationship between the research focus and the aspects that are the target of the study, research objectives, theoretical perspectives, and methods. Thus, the data is presented as it is in accordance with the reality that happened to the informants, so that the presentation of the data is expected to be in accordance with the research focus, clear, clear, and detailed.

3. Drawing conclusions and Verification. Based on the data obtained from various sources, the researcher will draw tentative conclusions, but by increasing the data through a continuous verification process, basic conclusions can be obtained. Drawing conclusions is an effort to find or understand meaning, regularities, patterns, and functional relationships. Drawing conclusions aims to find the meaning of the data collected by looking for similarities, relationships, or differences to draw conclusions as an answer to the research focus. According to Miles and Huberman (2014), conclusions were drawn after data reduction and data presentation, which was carried out not only once, but interactively back and forth during the time of the study.

Therefore, drawing conclusions is tentative until the patterns of implementation of academic management found are experiencing saturation. The conclusions are stated in the form of a description, namely in the form of a hypothesis/theory. Meanwhile, verification is intended so that the assessment of the suitability of the data with the intent contained in the basic concept of the analysis is more precise and objective. One way this can be done is question and answer/discussion with colleagues (peer debriefing), who have expertise in management and the academic system.

F. Data Validity Check and Check

In checking the validity of the data, the researcher used three criteria as suggested by Nasution (2003:114–121), namely:

1. The degree of trust, namely the researcher examined the data by interview, observation and documentation. The degrees of confidence used here are:

a) Continuous observation: this observation was carried out while at the research location, i.e. 4 months, from January to April 2022 to pay more attention, carefully, in detail and in depth about every development that occurred in the field/research site.

b) Triangulation: a method intended to check the truth of certain data and then compare it with data obtained from other sources. This triangulation, the researchers did with several informants, namely from the Vice Chancellor for academics, the Heads of Sections, the Heads of the Study Programs and the Heads of Administration.

c) Discuss with other people (Peer Debriefing) who have the knowledge, understanding and experience of the subject of research as well as about qualitative research methods. This discussion was carried out mainly with the Advisory Commission at the Postgraduate Education Management Study Program, Manado State University.

d) Analyze negative cases; The method used is to analyze cases that are not in accordance with the results of interviews with situations obtained in the research field.

e) Using reference materials; The use of reference materials aims to increase the reliability and validity of the data. The materials used are documents in the form of Law No. 20 of 2003 concerning the National Education System, Law Number 12 of 2012 concerning Higher Education Statutes of Higher Education and Academic Regulations, Profile of Higher Education, results of recorded interviews, field photos and previous research as well as information from higher education policy-making officials.

f) Hold Member Checks; This activity is carried out with the aim of re-checking the outline that has been submitted by the informant and used in research reports based on what was conveyed by the informant.

2. The degree of transferability, i.e. the researcher is always looking for and collecting data empirically about the similarity of concepts before making a transferability decision.

3. The degree of dependence and certainty, namely by examining done by auditing, where the supervisor audits again all data whether research conclusions are really drawn on the basis of research data obtained in accordance with qualitative research procedures.

RESULTS

Implementation of Academic Management at the As-Siddiq Kie Raha Islamic Institute (IAI) North Maluku

a. Planning

The As-Siddiq Kie Raha Islamic Institute (IAI) in its planning at the beginning of each academic year carries out a leadership meeting involving all elements of leadership, starting from the Chancellor, Deputy Chancellors, Heads of Sections, Heads of Institutions and Heads of Study Programs . At the meeting, a work program was discussed regarding the plan for Institutional

activities for one academic year related to the Tri Dharma of Higher Education, developing lecturers and staff resources, recruiting new students, improving facilities and infrastructure, and improving service to students.

From the results of the study, it was found that the planning and organization that had been set forth in the work program and academic calendar of universities, in its implementation faced many obstacles because the quality assurance institution had just been formed and had not yet carried out its duties and the human resources at the As-Islamic Institute of Religion (IAI) Many Siddiq Kie Raha don't understand main tasks and functions, from the results of observations in the field in planning, found documents of Statute, Strategic Plan and Ronov, academic regulations, regulations of lecturers and employees, academic calendar, and guidelines for main tasks and functions.

b. Organizing

Organizing onThe As-Siddiq Kie Raha Institute of Islamic Religion (IAI) is the main thing that the leadership of the institution pays attention to regarding the availability of resources to be placed in positions ranging from structural officials, chairmen and secretaries of Study Programs to heads of divisions, which are contained in the structure In the organization, it was also found that almost all lecturers were involved in all positions, from university leaders to study program leaders, there were even lecturers who were placed as heads of administration, heads of academic and student affairs.

c. Implementation

In the implementation of academic management, it was found a lack of work motivation in each work unit by the leadership so that employees lack discipline and only carry out routine tasks and in work always wait for orders from direct superiors, lack of meetings between leaders and subordinates in various ways, there is no pattern work and work culture that is built well and systematically from the existing work units from the department level to the study program, a conducive academic culture is needed for an effective and efficient academic management so that organizational goals can be achieved.

In the implementation, the implementation of academic management, found a pattern termed the collaborative-equality pattern. This pattern is raised by the leadership in every academic activity, for example, the implementation of activities always prioritizes the principle of cooperation regardless of the main task and position. This pattern can be seen from the values of local wisdom (local language babari or gotong royong) in every work activity in every village in Ternate and then adopted by the leadership to complete each job.

d. Monitoring and Evaluation

From the results of the study, it can be analyzed that the lack of a monitoring and evaluation system by the leadership starting from the division level to the study program, in one semester only carrying out one monitoring and evaluation, so that at the stage of implementing the work it is not properly controlled, lack of understanding of the main tasks and functions (tupoksi), this indicates that the employees and structural officials of the section heads and heads of study programs do not understand the main tasks and functions so that they do not know what they should do and do.

In the implementation of monitoring and evaluation at the As-Siddiq Kie Raha Islamic Institute (IAI), based on the plans and work programs that have been made, through the academic calendar, lecturer teaching schedules, performance employees based on their main duties and functions, the implementation of monitoring and evaluation is not yet optimal because it is not supported by adequate human resources, especially the newly formed quality assurance institution. the learning process is supported by the availability of RPS, the presence of lecturers is adjusted to the course schedule, the readiness of the study program to serve student administration,",

By outlining the existing data exposure, it can be seen that the condition of the academic management of the As-Siddiq Kie Raha Islamic Institute (IAI) has not run optimally because this university is still relatively new so it is necessary to increase human resources, and there is a need for recruitment of lecturers and staff through selection, as well as training for educators and education staff, there are several structural officials who do not understand well their main duties and functions, there are several complaints from students about slow service and unclear information systems from each study program regarding the academic calendar, lecture schedule, card making student, khs, krs, etc. lack of monitoring and evaluation carried out by the university leadership,

Factors that Support Academic Management at the As-Siddiq Kie Raha Islamic Institute (IAI)

There are two technicians who are prepared to cope if suddenly any equipment breaks. So for the facilities, both equipment and personnel at the As-Siddiq Kie Raha Islamic Institute (IAI), it is sufficient, the entire building has just been built, it's just a matter of how to use it.

Seeing the supporting factors in the academic management of this university, among others: 1) the existence of guidelines for main tasks and functions (tupoksi) for functional officials and employees, 2) human resources are already available although not optimal, 3) the recruitment of employees contracts and honoraria, 4) the availability of operational funds for each department and institution and study program, 5) adequate facilities and infrastructure, 6) there is incentive money given to employees involved in each committee. 6) the existence of motivation and direction by the leader to subordinates even though it is not maximal.

Factors Inhibiting Academic Management at the As-Siddiq Kie Raha Islamic Institute (IAI) North Maluku

In this study, several factors were found that hindered the academic management of the As-Siddiq Kie Raha Islamic Institute (IAI), the findings were briefly described as follows: 1) inadequate human resources, 2) existing facilities were still less available, 3) there is no employee discipline in carrying out their duties, 4) structural officials do not understand their main duties and functions, 5) the environment is not conducive, 6) the distribution of atk is often late, 7) the distribution of operational funds is always late because the leadership often out of the area, 8) lack of monitoring and evaluation from the leaders of these universities. This all happened because this college is still new.

Efforts to be Made to Overcome Barriers to Academic Management at the As-Siddiq Kie Raha Islamic Institute (IAI) North Maluku

To overcome obstacles in academic management, the As-Siddiq Kie Raha Islamic Institute (IAI) makes efforts to optimize existing academic management from the level of work units and institutions to the work units of Study Programs, namely by how to carry out evaluation and monitoring, in improving human resources through trainings and internships carried out by Kopertias and the director general of education at the Ministry of Religion, or the local government, planning the recruitment of lecturers, employees, both contract and honorarium.

The As-Siddiq Kie Raha Islamic Institute (IAI) will plan the development of human resources, especially lecturers and employees through advanced lecturer studies and trainings, often using students who have expertise in operating computers in terms of helping the work of each study program. , provide motivation, guidance, and advice to existing employees, and involve employees in every committee activity organized by the As-Siddiq Kie Raha Islamic Institute (IAI), provide incentives for employees who are involved in activities outside of their duties routine given to him.

1. Implementation of Academic Management at the As-Siddiq Kie Raha Islamic Institute (IAI)

Higher education management is the task of structural officials in higher education, both at the level of the organizing body such as foundations and at the Institute level. Therefore, those who are in charge of managing higher education institutions from the highest to the lowest positions, if the Unstitut is the official, the Chancellor, Vice Chancellor, Head of Study Programs, Heads of Sections and Heads of Institutions, are structural positions and their duties are duties. managerial. To support managerial activities, managerial knowledge and skills are needed, not teaching knowledge or mastery of certain knowledge. And this is often forgotten by higher education providers. College management as a form of management of social or non-profit activities,

According to Indarjit and Djokopranoto (2006) in (Suhasaputra: 2015). Here are some applications of college management functions:

a. Work program planning, including human resource development programs, recruitment processes, selection, training, career development, budget planning, and planning that can determine the life and death and development of a university.

b. Organizing makes the implementation of higher education organizations, making job descriptions and task requirements (job recruitment), determining authority, determining line and staff relations, determining span of control, making assignment assessments and task levels (job evaluation). and job establishment), planning for regeneration. The filling of staff or employees needs to distinguish several types of employees who work in a university, each of which has specific tasks and characteristics of its own.

c. Movement (acting) is a very big challenge for the management function and is the most important and difficult function in the overall management function, because it involves humans who have beliefs, hopes, traits, behavior, emotions, satisfaction, development and reason and involves relationships. personal. The function of the movement is at all levels, locations, and parts of the high school, then the function of the movement includes providing motivation, leading, mobilizing, evaluating individual performance, providing rewards, developing managers, and so on.

d. Supervision is the last function of management, supervision is the observation, measurement, whether the implementation of activities and work results are in accordance with the plan or not. If not, what are the obstacles and how to overcome the existing obstacles so that the work results can be in accordance with what is expected. The supervisory function does not have to be carried out only at the end of each semester or the end of the fiscal year, but instead must be carried out periodically in a shorter period of time, for example every month, so that improvements that need to be made are not carried out too late.

HEnry Fayol (2010) in (Batlajery 2016) proposes that all managers perform at least five management functions, namely planning, organizing, commanding, coordinating, and controlling.

1. Planning

Planning can be interpreted as a process to determine the goals and objectives to be achieved and take strategic steps to achieve these goals. Through planning a manager will be able to know what to do and how to do it.

2. Organizing

Organizing is the process of giving orders, allocating resources and organizing activities in a coordinated manner to each individual and group to implement the plan. The activities involved in organizing include three activities, namely: (1) dividing the components of activities needed to achieve goals and objectives in groups, (2) assigning tasks to managers and subordinates to carry

out the grouping, (3) determining authority among groups or organizational units.

3. Briefing Briefing

is a process to foster enthusiasm (motivation) in employees so that they can work hard and actively and guide them in carrying out plans to achieve goals effectively and efficiently. Through direction, a manager creates commitment, encouraging efforts that support the achievement of goals.

4. Control

The last part of the management process is controlling. Control is intended to see whether the organization's activities are in accordance with the previous plan. The control function includes four activities, namely (1) determining achievement standards; (2) measuring the achievements that have been achieved so far; (3) compare the achievements that have been achieved with the standard of achievement; and (4) make improvements if there are deviations from the established achievement standards.

Every structural official in carrying out his duties must be guided by his main duties and functions (tupoksi), especially in making plans, work programs, and good interaction patterns. The interaction of all officials and employees in tertiary institutions depends on each other in carrying out their main duties and functions in a single unit that is meaningful for themselves and the organization. The activities of people in higher education are designed and arranged in a certain pattern that describes the main tasks and functions, the working mechanism of each section and the working relationship between sections to distinguish the work of each member of the organization so that its boundaries can be identified through organizational activities carried out in mutually supportive cooperation. in groups that can contribute continuously.

Management of higher education in principle is a form of management application in managing, regulating, and allocating human resources contained in educational institutions, the function of educational administration management which is a tool in integrating the role of all existing resources in educational institutions in order to achieve educational goals. According to (Suhasaputra: 2015), higher education management is a management process that includes planning, organizing, implementing, monitoring and evaluating the empowerment of human resources in the field of education in order to carry out the roles and tasks of the tri dharma of higher education through strategies taking into account the external and internal environment for achieve organizational goals in an educational leadership context.

Thus, the implementation of academic management at the As-Siddiq Kie Raha Islamic Institute (IAI) North Maluku requires the development of human resources so that structural officers, educators and education staff can understand management functions to be carried out effectively and efficiently so that the goal of good academic service can be achieved.

2. Inhibiting Factors in Academic Management at the As-Siddiq Kie Raha Islamic Institute (IAI)

Maintenance In a higher education organization, any work carried out in its management will not always go well as expected, there will be many challenges and obstacles that always appear in every work done in achieving an organization's success goal. However, from the obstacles that occur, there are also other factors that can support the activities of the higher education academic management. Thus the As-Siddiq Kie Raha Islamic Institute (IAI) in order to optimize its academic management, encountered several obstacles including structural officials, educators and education staff who did not understand well about their main tasks and functions, perhaps due to limited experience and knowledge of managerial,

This is one of the main causes of delays in completing work, so there are often conflicts between structural officials and subordinates and consumers, in this case students and parents of students. One of the tasks that is not carried out regularly or in a shorter period of time is the monitoring and evaluation of work starting from the level of sections, institutions and study programs.

Monitoring and evaluation are usually carried out only if there is a problem that occurs in a work unit, this indicates that there is an opportunity for structural officials to commit fraud or irregularities that can harm the university. For this reason, work procedures must be followed properly by coordinating people, it must be clear who is doing what, accountable to whom, where and how to do work, and why it is done the way it is, like no other. Work procedures are made to provide clear instructions about the steps that will be taken in completing the tasks by who will do them.

To obtain clarity of work procedures, it is recommended to pay attention to the following: 1) written, compiled based on applicable laws and regulations and existing policies, 2) simple and easy to understand for all users, 3) guaranteeing smoothness, accuracy, speed , and if necessary, a one-door delegation of authority is held, 4) systematically by using certain symbols. Usman (2006)

To anticipate the emergence of conflicts between members of the organization, the tasks given must be described (job description) clearly and firmly so as not to cause interpretation. The existence of various interpretations can cause tasks to be overlapped (over Lapping) which can eventually lead to conflict. Usually tasks or jobs such as committee activities that have money or benefit the members of the organization will fight each other, while tasks that do not have money will reject each other and do not do it. So the division of tasks should be done fairly (professionally and proportionally), in this case it can be interpreted placing someone according to their respective expertise, educational background and experience they have.

Good academic management of course begins with good planning to avoid various kinds of mistakes and failures that will occur, for that in the process of good academic management, structural officials should be guided by their main duties and functions so that the implementation of their activities can be controlled and evaluated properly. . The preparation of plans and work programs for higher education in the future must exist and be implemented, then periodic monitoring and evaluation is carried out on the work programs that have been implemented whether in accordance with organizational goals, if there are obstacles, they must immediately find solutions to solve them.

Hendri Fayol (Kambey, 2006:115) said that planning is "control consist in verifying whether everything occure in conformity with the plan adopted, the instruction issued and principles established". Supervision is held to check whether everything happens in line with the plans used, the instructions given and the principles that have been proclaimed. There are two planning functions, namely:

a. Planning is used to control every implementation of activities that exist in the organization

b. Planning to anticipate possible obstacles or correct errors early so that organizational goals can be achieved.

There are more technical efforts that can be made to overcome obstacles in the academic management of higher education institutions, to improve the quality of human resources through the development of organizational culture in educational institutions so that the basic needs of every element of educational institutions can carry out all their duties and functions effectively and efficiently. . This demand for a good organizational culture will increasingly have a major influence on the performance of higher education institutions. Unlike schools, higher education institutions or colleges will have a larger and more complex organizational scope. In addition, the elements in it also have more flexibility in acting and or carrying out work initiatives in accordance with the natural context of intellectual freedom promoted by universities.

Forhigher education institutions are in dire need of training programs and human resource development. According to (Siagian: 2014) the seven benefits of training and human resource development are:

a. Increased work productivity, accuracy in carrying out tasks, cooperation between different task forces.

b. The realization of a harmonious relationship between superiors and subordinates due to the delegation of authority, mutual respect and the opportunity for subordinates to think and act innovatively

c. The decision-making process is faster and more accurate and can be accounted for in the implementation of operational activities by involving all members of the organization.

d. Increase the morale of the entire workforce with higher organizational commitment.

e. Encouraging open management attitude through the application of a participatory managerial style.

f. Streamlining the course of effective communication in the organization's policy formulation process

g. Functional conflict resolution results in the growth of a family atmosphere among organizational members.

Kindependence in terms of organizational management, to the implementation of education in it, is also greater than schools. For these reasons, cultural development in the context of higher education is becoming increasingly urgent. Educational institutions, especially higher education institutions, are not enough to be satisfied with the development of academic culture in their environment. Instead, he must perfect it with a work culture and or organizational culture that is in accordance with the vision, mission, and goals he has set. Without a strong organizational culture building, it will not be easy for educational institutions to organize quality educational and learning activities. The resulting graduates may have a certain intellectual level, however, it is difficult to have attitude and personality characteristics that reflect the values of the educational institution concerned. In other words, the development of organizational culture in the educational environment will go hand in hand with the integration of values that are expected to become the characteristics of graduates of the educational institution concerned.

Thus, to overcome the obstacles of academic management, it is hoped that every structural official and education staff at the As-Siddiq Kie Raha Islamic Institute (IAI) must be able to work collaboratively in completing work and must try to develop their potential so that they can have the knowledge and abilities in carrying out the culture. good organization and must be more responsive to any problems encountered, then look for the best alternative to solve these problems quickly and precisely.

3. Factors Supporting Academic Management of the As-Siddiq Kie Raha Islamic Institute (IAI).

Leader asThe main person in charge of managing higher education academic management in the application requires a strategy to complete a job by utilizing a certain work culture in an organization, as well as the creation and development of other cultures, will greatly depend on the existence of a leader who can direct all elements of the organization to move in harmony with the desired values. Therefore, in building organizational culture, top management, and leaders at various levels, must be actively involved in every organizational activity, from planning to evaluating the activities carried out. Organizational leaders must also have a strategic understanding of how to effectively implement various management concepts,

Human resources and material resources at each university are needed as a support in carrying out higher education activities, human resources are very important in the management of an institution or institution, so as to optimize academic management at the As-Siddiq Kie Raha Islamic Institute (IAI) then skilled human resources are needed, have expertise and experience in their field. Human resources is also an internal challenge. Higher education structural managers in general are lecturers who also teach, experts in their field of study, but generally do not have

managerial skills. Sustainable management activities require a permanent workforce, but because the remuneration as a lecturer is less competitive compared to other professions due to limited funds, So in general, universities do not employ many permanent lecturers who only work at the university. In addition, from the lecturer's perspective, many lecturers do not want to be fully bound and become lecturers at various universities. This condition creates problems to get a high quality lecturer workforce.

According to (P. Siagian 2014) Universities must strive to improve the quality of human resources through strengthening and developing organizational culture or work culture, for example through the following activities.

1. Training programs to improve the performance of educators and education personnel in the higher education environment.

2. Information and insight sharing activities, both formal and informal, through FGDs, seminars, briefings, meetings, discussions, and others.

3. The formation of working groups to build collaboration and unity that is useful also to build a common understanding of the vision, mission, and goals of the educational institution concerned.

4. Cultural recognition and cultural rewards programs to assist the process of introduction, dissemination, and integration of values and good habits that are expected to become culture, and so on.

Various activities which at first could have been aimed at strengthening these cultural values, actually have great benefits for improving the quality of the human resources of the higher education institution concerned. Because once again, culture will only be born from humans and for humans. Building a good culture means saving many individuals from things or the basis of attitudes, actions, decisions, and thoughts that can have a bad impact on life together. Making certain values as organizational culture, or making educational institutions into institutions with a good culture, is basically instilling certain values into the environment of educational institutions so that they can become work culture, behavioral norms, and standards of achievement for the institution concerned. In this context, various principal aspects and general characteristics of good management, in the end it must become a entrenched thing among employees and elements of the institution as a whole. Mahmud (2019)

Empowering educators, either through assignments, training, education, and various activities that are able to foster creativity, knowledge, skills, and abilities of employees, is one of the important things that must be done in the context of creating culture in an educational institution. A good value, which wants to be instilled and entrenched in the organization, requires mastery both technically and strategically by everyone in the organization concerned. Therefore, they must be empowered as much as possible in order to be able to achieve certain degrees and standards of the expected ideal values.

Group cooperation or collaboration in completing a task is one of the main factors in completing work. The existence of a work group or work team in an educational institution is not only useful for facilitating the completion of a job or problem, but also can help fellow members of the organization to communicate and socialize effectively in order to create a harmonious working atmosphere. This in turn will make it easier for the organization to build the expected values, to achieve the goals of the educational institution itself.

In terms of achieving efficiency through human resources is also a challenge. The internalization process, the formation of organizational culture, productivity, improving the quality of lecturers are more difficult because of high turnover. The challenge of the institutional structure is also great, because it must be able to anticipate any changes. Strategic planning that is poured into an action plan that must be implemented is an uninterrupted series of work, starting from curriculum evaluation, planning for academic activities, preparation of facilities and

infrastructure and supporting administrative activities. Officials in the structure must be able to work in teams using the latest information technology equipment, have managerial abilities and have the willingness to work together and provide good service.

Structural officials of universities in addition to serving as managers, they also serve as leaders. The higher the structural position, the higher the leadership task. Although the task of leading has been included as a management function (actuating), it still needs to be more clearly distinguished between the duties of a manager and the duties of a leader. The manager's task is more tied to mastery so that a corporation runs well, effectively and efficiently according to planning. The task of the leader is more related to directing the corporation in accordance with the mission and towards the vision that has been determined. Routine challenges can generally be solved by managers, whereas major challenges require a leader to face and overcome them. A manager must obey the work program that has been prepared, while the leader needs to have a personal vision to achieve the corporate vision. There is a phrase that describes the different tasks, namely: managers do the things rights, leaders do the right things. The task of a leader is very heavy because today universities are faced with many big challenges, among others, the era of globalization and a new paradigm in higher education. Effective governance that is in accordance with the goals, objectives and organizational culture will contribute to the success of Higher Education. Leaders must obey the implementation of realizing the vision with the mission it carries. Thus the success of the organization is not determined solely by the leader, nor is it determined only by good governance.

To support academic management college direction and control is also needed based on accumulation existing knowledge and experience for the realization of improvement continously. More practically, following the guidelines described (Rowe, et al., 1994, in (Mahmud, 2019) the process of directing or This management control can includes the following activities.

1. Define goals. What the organization does in the practice of directing and controlling management is setting goals, especially in order to produce optimal performance from each member of the organization, in line with budget constraints, schedules, and organizational goals.

2. Determine the scope of activities. The targets that have been determined are then reduced to a more practical follow-up definition, namely the scope of activities that also includes the type and package of work, the responsible division, the equipment needed, the size, and so on.

3. Standards and criteria. Standards and criteria are needed to achieve goals effectively and efficiently. These standards and criteria are useful as benchmarks and comparisons to evaluate current performance with what the company should achieve. The standards and criteria selected must be based on quantitative considerations, which the organization or company concerned does have the ability to achieve.

4. Designing information systems. In the practice of quality control, we need an information system that can provide a database of information about activities that are carried out accurately and quickly. The use of these technological devices is not only necessary to provide convenience in accessing data, but also to provide convenience in virtual communication between sections and lines of work within the organization for collaboration in achieving goals.

5. Review and analyze work. Various activities implementing plans that have been prepared, must be reviewed and given a performance review based on the standards and criteria and targets that have been previously determined. The results of this analysis are very important in the framework of developing actions that will be carried out by the management of an organization at a later stage. It also becomes the basis for making new decisions for the sake of improvement and quality improvement itself.

The results of the study and analysis of the work that has been done show that there is a gap between the current performance and the standards or targets that have been set, so the management of educational institutions must begin to develop plans for corrective or corrective actions for the work carried out. The corrective action itself can be in the form of straightening out the current performance or developing new actions, new tools and methods of carrying out work, or changing the person in charge of the work, and other things that are considered to be able to overcome the problems found in the study and analysis of the work. .

The operationalization of the management directive and control functions, especially for higher education institutions, is that these two management functions will run more effectively if the educational institution concerned has a leadership figure who understands how to make all his subordinates work properly and correctly in accordance with the goals of the educational institution itself. In addition, because management direction and control is closely related to efforts to improve the performance of the organization's management as a whole, the use of a good control information system, such as the integration of an academic information system with a lecturer performance evaluation system, will be very useful and make it easier for the leaders of the institution concerned to carry out their duties. the two management functions described earlier.

Current academic management cannot be separated from the proper use of information technology by personnel who have the expertise and experience to improve the efficiency and productivity of an institution's work. Strategies and expectations for the implementation of information technology in all fields to empower the information obtained and help improve the performance of daily activities. The As-Siddiq Kie Raha Islamic Institute (IAI) must have personnel who have direct or indirect responsibility for the planning, development, implementation and development of information technology in accordance with their duties and functions.

4. Efforts will be made to overcome obstacles to academic management at the As-Siddiq Kie Raha Islamic Institute (IAI).

The strategic planning of a university must be strengthened in order to overcome various kinds of obstacles that occur, every manager or structural officer in a university must think strategically about the position and competitive ability of universities and about the influence of developments in the external environment. Leaders should really understand their duties and responsibilities so that in time they can know the strategies that must be taken in response to a change or a certain situation.

Universities that are always successful in implementing strategies generally always take their own initiative to secure a competitive advantage. R. Eko Indarjit and R. Djokopranoto (2006:58-59).

Planning for human resource development at the As-Siddiq Kie Raha Islamic Institute (IAI) in an effort to systematically estimate the demand (needs) and supply of labor in the future, all of this allows this university to provide manpower more precisely in accordance with with the needs of this college. The agency should identify both short-term and long-term workforce needs through planning. Human resource planning allows this institution to: 1) improve the use of existing human resources, 2) integrate existing activities according to the goals of this institution in the future efficiently, 3) conduct selective and economical recruitment of new employees,

Then the human resource development planning system includes estimates of employee demand and supply in detail. This system consists of four interrelated and integrated activities, namely:

a. Inventory of human resources inventory, to assess existing human resources regarding their abilities, skills, abilities and development potential as well as to analyze employee needs.

b. Human resource forecast, to predict the demand and supply of employees in the future, both quantity/quantity and quality.

c. preparation of human resource development plans to integrate demand for a "qualified" workforce through recruitment, selection, training, internship, placement, transfer, promotion, and development.

d. Monitoring and evaluation, to provide feedback to the system and monitoring the degree of achievement of the goals and objectives of human resource planning. T. Hani Handoko (1989:64) in (Siagian: 2014)

By looking at the obstacles that occur in the academic management of the As-Siddiq Kie Raha Islamic Institute (IAI), the existing employees need to receive training and development, in order to increase the efficiency and effectiveness of employees' work in achieving the work targets that have been set.

There are several development training techniques, including those expressed by T. Hani Handoko (1989:112-113), namely "on-the-job" techniques which are the most widely used training methods. Employees are trained on the new job under the supervision of an experienced trainer. The various techniques commonly used in practice are as follows:

a. Job rotation can provide employees with knowledge about different parts of the organization and the practice of various managerial skills.

b. Job instruction exercises can provide job instructions that are given directly on the job and are used primarily to train employees on how to perform their current job.

c. Apprenticeships are a process of learning from one or more people who are more experienced.

d. Coaching, supervisors or superiors provide guidance and direction to employees in carrying out their routine work.

e. Temporary assignment is the placement of employees in managerial positions or as members of certain committees for a set period of time. Employees are involved in decision making and solving real organizational problems.

Human resource planning is the ability of leaders to predict or predict human resource needs in both public organizations and educational institutions. These human resource needs are not only the need for human resource development within the organization, but also the need for human resources from outside the organization. Predicting human resource needs in organizations is closely related to the problems, challenges and opportunities facing educational institutions. Human resource planners need to identify the problems facing their institutions, as this is a central point in the strategic planning process.

Benefits of Human Resource Planning Human resources are the main and first asset for an organization, so it needs to be planned effectively. According to (Siagian: 2014), there are 6 benefits of human resource planning, namely:

1. Organizations can make better use of existing human resources. One thing that needs to be considered by human resource planners in organizations is that before they do planning, they need to pay attention to the capabilities or shortcomings of the organization, such as:

a. The number of existing workforce

b. Various qualifications

c. each working period,

d. Knowledge and skills possessed, either because of formal education or because of training programs that have been followed,

e. Talent that still needs to be developed.

2. The interest of the worker concerned, especially those related to activities outside his current job duties. Through careful human resource planning, the work productivity of the existing

workforce can be increased. Effective human resource planning, will allow there to be no excess or shortage of employees, as well as there will be no wrong placement of employees. Excess employees in the organization will result in non-optimal employees carrying out their duties and will have a negative impact on employee morale. Lack of employees in the organization will allow the completion of the work to be hampered. Likewise, wrong placement of employees can reduce employee morale and morale.

3. Human resource planning is concerned with determining the need for labor in the future, both in terms of the number and qualifications to fill various positions and carry out various new activities. Large organizations or well-established organizations need to have strategic human resource planning. The strategic planning of human resources covers the utilization and needs of human resources in the next 5-10 years.

4. Handling employment information, one of the important elements that need to be considered to achieve organizational goals is the handling of information on human resources owned, including:

a. The number of workers owned,

b. The working period of each worker

c. Marital status and amount of benefits,

d. The position I once held,

e. The career ladder that has been climbed,

f. total income,

g. Education and training that has been taken,

h. Special skills and expertise possessed by employees.

5. Phuman resource planning through research, based on materials obtained from research conducted for the purposes of human resource planning, an understanding of the situation of manpower needs will arise in accordance with the fields of expertise, skills, professional background, wage or salary levels and so on.

6. Human resource planning is the basis for the preparation of work programs for work units that handle human resources in educational institutions. one aspect of the work program is the recruitment of new workers in order to strengthen and improve the institution's ability to achieve organizational goals.

With the implementation of human resource development planning management at the As-Siddiq Kie Raha Islamic Institute (IAI), North Maluku, all kinds of problems with a large workload can be resolved. the goals that have been set, management functions are functioned or carried out by structural officials starting from the level of sections and institutions to study programs, especially in monitoring and evaluation must be carried out regularly so that the level of errors, waste, and irregularities can be detected and carried out. solution, so that the problems that occur will not happen again. Then in the implementation of work, it should be planned using work guidelines or work rules, namely employees must be placed according to their expertise, the leaders of these universities must always provide motivation, direction, advice, and coaching to employees, the relationship between superiors and subordinates must be well established, there is a sense of responsibility, togetherness must be owned by all members of the organization, Employees who excel must get an award, otherwise employees those who violate the organization's rules must receive sanctions so that the organization can work well to achieve the set goals.

CONCLUSION

Based on several research findings and discussion, the following conclusions can be drawn: 1. Implementation of academic management at the As-Siddiq Kie Raha Islamic Institute (IAI)

North Maluku, is not yet optimal, systematic and directed, there is no standard academic management model for In its application, all of this happens because this university is still new so that the structural officers of the teaching staff and education staff in their environment do not have experience, understand and understand and obey academic regulations, main tasks and functions, so that academic management does not work as expected by stakeholders, In the implementation of academic management, a work pattern was found that was applied by the leadership, namely the collaborative pattern of parallels which in the Ternate Babari regional language or gotong royong, which is a job that is carried out regardless of position and main tasks and functions, all members of the organization, both leaders and subordinates, work together. in completing a job but this pattern has not been able to carry out academic management effectively, an effective academic management model is needed, then the most suitable human resource development management model to be applied to the As-Siddiq Kie Raha Islamic Institute (IAI) North Maluku at this time, so that academic work culture can be built in synergy between individuals and groups in this university.so that academic work culture can be built in synergy between individuals and groups in this university.so that academic work culture can be built in synergy between individuals and groups in this university.

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